

Motivating The Client

In very basic terms, there will come a time in a business development meeting when you will need to ensure the client is motivated in two areas:

1. The client is motivated by being aroused to solve a need

The need may arise from the client's goals, what the client is doing to achieve those goals (i.e. the client's activities) and may high impact problems arising from those activities.

Either the client is already motivated to act on the need before you walk into a room or you have to motivate the client by exposing a need they have not appreciated previously. Another way of describing this is "need arousal" – the client is motivated because of a high need arousal or is not motivated because of a low need arousal.

Low need arousal doesn't necessarily mean that the client does not have a need. It might just mean that they have higher need arousal in other areas and for other projects. Your solution or capability might just be a lower priority at that point in time.

Exposing a need that the client has not already appreciated means that you have to take the client on a journey. You do this through your questioning technique. A good process for doing this was defined by Neil Rackham, who uses the acronym SPIN to abbreviate a questioning technique that involves four steps:

- Ask Situational questions to understand the client's current state.
- Ask Problem questions to understand what are the problems resulting from less than optimal situations in the current state.
- Ask Implication questions to understand what are the explicit costs to the client and the client's organisation of doing nothing about those problems.
- Ask Needs Payoff questions to help paint a picture of what a better state could look like if the problems were treated.

2. The client is motivated to choose you to help solve that need

The client will have a highly positive perception of you and your offer relative to any competition.

If you are able to establish strong chemistry and trust with the client relative to any competition and the client perceives the features of your service to be more likely to fulfil their need relative to any competition, they will more than likely decide that they are better off choosing you and your offer over any competition.



The key take-away's for you from this lesson should be:

1. Without motivation there is no deal.
2. There are two motivations that must be present for you to win any business – the motivation to solve a need, and the motivation to choose you to solve that need.